

US Army Corps of Engineers

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Huntsville Center Bulletin

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Holiday Spirit Activities

Open House

Thursday, Dec. 22 1 - 3 p.m.

- Invited guests include all former employees and retirees of Huntsville Center and children, grandchildren and other family members of employees.
- Special seasonal music provided by the Huntsville Center Choir.
- Activities
 Association planned
 activities for the
 children, including a
 visit from Santa.

Soldiers return to furnished homes

By Kim Gillespie
Public Affairs Office

his is a great example of the Army family rising to the challenge and taking care of its own," said Ken Pierson, chief of staff, Southwest Region, Installation Management Agency (IMA).

The challenge was to provide furnished housing to Soldiers from the Louisiana National Guard's 256th Combat Brigade Team returning after more than a year in Iraq.

The Soldiers returned shortly after Hurricane Katrina's devastating destruction in early September to find their homes, and in many cases the businesses that had employed them, gone. Soldiers were given the opportunity to continue on active duty for another year, with housing available at Fort Polk.

"These families showed up with the clothes on their backs and ... we were able to provide them shelter, furniture and everything needed to get them back on their feet," said Fort Polk Garrison Command Sgt.



Capt. Jarvis Darensburg, with the 4010th USAH of the Louisiana National Guard's 256th Combat Brigade Team, his wife Earline, and daughter Lauren Jimerson, are enjoying newly furnished quarters in Fort Polk family housing.

Maj. Ricky L. Jones. The Fort Polk team also provided linens, kitchen wares and other everyday items.

"The devastation they suffered as a result of the hurricanes served as an opportunity for us to show how much we appreciate the courage and resolve they have shown during the challenges of long deployments, family separations and frequent relocations," Jones said.

Pierson arrived as an advocate and adviser for the installation. The garrison's priority was supporting the Soldiers of the 256th and finding them suitable housing if they needed it. Pierson said a number of options

were considered, such as purchasing mobile homes, but it was ultimately decided to use the family housing at Fort Polk. The problem with this solution was that Army family housing does not come furnished, and many of these families had lost everything.

"It was at that point that a very nice woman named Debbie Reynolds stepped in," explained Pierson. Reynolds is chief of the Family Housing Branch, Headquarters Department of the Army, Assistant Chief of Staff for Installation Management (ACSIM). Reynolds said she realized

See Soldiers on page 6

Commander's thoughts

'm just back from a brief trip to Russia and I want you to know you should be very proud of the way our



Col. John D. Rivenburgh

in a very
difficult
environment.
The distance
between
Moscow and
Huntsville, the
language
difference
and the harsh
"normal"

team is

performing

weather all compound the "normal" construction challenges of scope, cost and schedule. Most importantly, they are "getting 'er done" and are on schedule to see the plant start operating in 2009.

We still have brave folks deployed to Iraq and Afghanistan with many more helping with hurricane recovery in Lousiana, Mississippi and Florida. Each of them is making a sacrifice as they work diligently to help win the war on terror or to return some degree of normalcy to those who lost so much to the mighty winds of Katrina, Rita and Wilma. Think about all of them as you celebrate your holiday season with your loved ones.

As the holidays approach, I'd like to thank you all for your generosity. You reached deep into your pockets and gave from your hearts, driving us to our CFC goal. You did it by having fun at events organized by our great CFC committee, but mostly through your selfless donations. Each of you made a difference in the life of someone you may never know — but rest assured, they will be thanking you in their hearts, minds and through their prayers.

Diane, Joseph and I all wish you a Joyous Holiday Season and a Healthy, Happy 2006.



Dr. Mike Stovall comments at the ribbon cutting ceremony for the new Physical Therapy Clinic at Moncrief Army Community Hospital in Fort Jackson, S.C. Huntsville Center's Medical Facilities Center of Expertise managed the renovation project, which features state-of-the-art rehabilitation equipment. The ceremony took place Oct. 31 at the clinic.

Facility Repair and Renewal program lands NASA facility repair

ASA Marshall Space Flight Center's Michoud Assembly Facility (MAF) in New Orleans was hit hard by Katrina.

The GOCO (Government owned, Contractor operated) Lockheed Martin facility has its own levy system that kept it dry; however, the winds damaged almost every building.

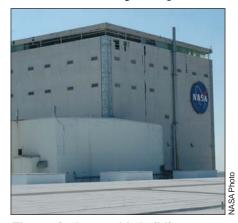
Huntsville Center's Facility Repair and Renewal Program (FRR) is managing the project to repair the facilities.

FRR awarded a task order at the end of September and scheduled a site

investigation on the first week in October. Since then, urgent dry-in repairs have been completed on NASA's 220-foot vertical assembly building and work plans on the top priority buildings have begun.

Mobilization will begin shortly on the first few priority buildings so the roofs can be repaired and production can continue for the space shuttle's external tank program (Michoud's mission is the production of the shuttle's external tank).

Initial estimates indicate this will be a \$65 million effort.



The vertical assembly building at NASA's Michoud Assembly Facility in New Orleans was damaged by Hurricane Katrina.



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BULLETIN

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BRAC deadline expires; closures, realignments to begin

By Donna Miles

American Forces Press Service

WASHINGTON, D.C. — The Base Realignment and Closure Commission's recommendations for reshaping the Defense Department's infrastructure and force structure officially took effect at 12:01 a.m. Nov. 9 after Congress allowed them to pass into law at the mandated Nov. 8 deadline.

The nine-member BRAC panel delivered its final report to President Bush Sept. 8, and he, in turn, sent it to Congress for legislative review Sept. 15. Congress had 45 legislative days, until Nov. 9, to accept or reject the report in its entirety. However, it was not authorized to make any changes to the final report.

By statute, the Defense Department now has until Sept. 15, 2007, — two years from the date President Bush sent Congress the BRAC commission's final report — to begin closing and realigning the installations as called for in the report. The process must be completed by Sept. 15, 2011, DoD officials explained.

The 2005 BRAC recommendations represent the most aggressive BRAC ever proposed, affecting more than 800 installations, officials said. The four previous BRAC rounds — in 1988, 1991, 1993 and 1995 — resulted in 97 major closures, 55 major realignments and 235 minor actions, according to DoD figures. Overall, closing and realigning these installations saved taxpayers around \$18 billion though fiscal 2001 and a further \$7 billion per year since, officials said.

BRAC 2005 is being called an important milestone in restructuring DoD's domestic base structure to improve efficiency and operational capabilities. It also supports plans to move thousands of U.S. forces currently serving overseas to within the United States as part of DoD's

new global positioning strategy, officials said.

After months of study, installation visits and public hearings around the country, the nine-member BRAC panel approved 86 percent of DoD's original BRAC recommendations — 119 with no change and another 45 with amendments, the panel noted. The panel also rejected 13 recommendations, significantly modified another 13, and made five additional closure or realignment recommendations on its own initiative.

Of DoD's 33 major closure recommendations, the panel approved 21, recommended seven bases be realigned rather than closed, and rejected five recommendations outright. In addition, the commission recommended closing rather than realigning another installation, for a total of 22 major closures.

Detailed business plans will be developed for every BRAC recommendation. Affected services and agencies must submit these plans by Nov. 15 to the DoD Installation Capabilities Council, which will review them and forward them to the Infrastructure Steering Group for approval.

Meanwhile, DoD is poised to begin working with civilian employees and communities to be affected by the BRAC decisions. Since 1989, DoD has reduced its civilian work force by 428,400 people, with less than 10 percent of those reductions through involuntary separations, officials said.

DoD's Priority Placement Program, which officials call the centerpiece of DoD's Civilian Assistance and Reemployment programs, gives defense employees placement priority at other DoD facilities.

DoD's Office of Economic Adjustment will take the lead for the federal government in helping communities affected by base closures and realignments, working cooperatively with the President's Economic Adjustment Committee, officials said.

BRAC wave could provide more work for Huntsville Center

By Dr. Michael Stovall
Deputy for Programs and
Technical Management

iscal Year 2006 and beyond are going to be a busy for the U.S. Army Corps of Engineers. The decision has been made to change the structure of the Army through the Army Modular Force initiative. The president has dictated that many forces deployed overseas will be restationed in the United States. The results of the Base Realignment and

Closure (BRAC) initiative was submitted by the president to Congress. Congress voted in favor of the BRAC recommendations so they will become law in mid-December.

On Nov. 15, the services submitted their BRAC budgets to the Department of Defense for review and submittal to Congress for appropriation.

It is estimated that funding for BRAC will become available mid-January to early February 2006. These initiatives will result in the DoD and the Corps of Engineers being tasked with executing in excess of \$40 billion of new construction over the next five years. This represents about three times the work load the Corps of Engineers normally executes.

What does this mean to Huntsville Center.? It means the Center should see an increase in the support work we do for installations in the areas of electronic security; environmental remediation; military munitions removal; new ranges; new child development center, fire stations, and chapels; FRR; and MRR to name a few.

Center's CFC 2005 goal over the top

By Joan BurnsPublic Affairs Office

f you want to give a lot of time and energy helping people less fortunate than yourself, just get involved in the Huntsville Center's Combined Federal Campaign (CFC) activities.

Each year in April when planning begins for the Tennessee Valley CFC, Huntsville Center's commander selects a chairperson and a person known as the "loaned executive."

These two leaders work hard guiding the Center's campaign. There are meetings to attend, committees to organize, events to plan and carry out, information to communicate — not to mention on-going tasks of a regular job.

Though actual training is limited, the loaned executive (sometimes, but not always, the chairperson from the previous year) gets a tour of local agencies who receive funds from the CFC each year. Non-profit organizations such as the Boys and Girls Clubs, Care Assistance for the Aging (CASA), the Land Trust and Hospice are eager to tell the inspiring stories of how CFC funds have helped their organizations care for the people of Madison and Limestone counties who need their assistance.

Huntsville Center's loaned executive for the 2005 campaign was April Rafael-Adams of the Engineering Directorate. As the previous chairperson for 2004, Rafael-Adams brought experience and enthusiasm to the 2005 campaign.

This year's chairperson was Gerald Shepherd, also from the Engineering Directorate. Shepherd said, "It was hard work and it paid off."

The "key worker" responsibility is an important one in the CFC activity. Being a key worker involves more than the simple task of collecting and turning in donations from the office or directorate in which they work.

Key workers plan and carry out fund-raising activities like the chili cookoff, the bingo game, the silent auction and the jail event of recent campaigns.

Though these fund-raising activities have become favorites of the Center's employees, key workers are not restricted to those alone. Key workers can invent, imagine, plan and carry out many creative activities that will provide fun ways for employees to get involved in helping the Center reach its goal.

Key workers Liz Hayes, Chemical Demilitarization Directorate, Kim Kirkland, Installation Support Directorate, and Dawn Scott, Contracting Directorate, co-chaired the chili cookoff, the bingo game and the bake sale activities.

Test bites from fourteen different pots of chili warmed the mouths of judges. Winners were selected in three different categories — best tasting, most unique and hottest. The two events raised more than \$560.

Arnecia Bradley, Engineering Directorate, was a key worker for the first time this year Bradley chaired the silent auction event that raised \$422.50.

Other key workers for the Center CFC campaign were Angela Saville, Contracting Directorate; Sarajane Rubert, Logistics Management; Debra Hendry, Phyllis McDonald and Brian Johnson, Engineering Directorate; Sharon Phillips and Iean Reese, Information Management; April Deuel, Executive Office; John Matthews,

Ballistic Missile Defense Directorate; Ben Otey, Ordnance and Explosives Directorate; and Louise Hicks, Professional Development and Support Center.



Kim Kirkland, Installation Support Directorate, calls numbers for the bingo game. Bingo has been a favorite means for involving employees who want to support the Combined Federal Campaign at Huntsville Center.



Beverly Penaranda, Information Management Directorate, left, picks her favorite chili as Kristi Javins, Installation Management Directorate, and Dawn Scott, Contracting Directorate, serve chili provided by employees for the Huntsville Center's annual chili cook-off supporting the Tennessee Valley Combined Federal Campaign.

Photo by Joan

Health fair vendors offer variety of services

he Life Center sponsors a health fair once per year for employees of Huntsville
Center. Local vendors advertise such services as massage, auricular therapy, free health screenings, bone density tests and body fat analysis.

Some vendors participating this year were Madison Drugs, Absolute Serenity Spa, Riviera Fitness, Virginia College Massage School and Ruth's Nutrition Center.

Other activities included a contest to determine who could do the greatest number of push-ups in one minute. Julian Savage, Ballistic Missile Defense Directorate, and Brian Johnson, Engineering Directorate, tied for first place. Sharing first place in the jump rope contest were Walt Lewis and Robert Jackson, both of Engineering Directorate.

In the one mile fun run/walk, Walt Lewis placed first with a 6:45-minute mile. Michael Stierwalt, Installation Support Directorate came in second with a 7:03 minute mile.



Flu shots were available at the health fair Nov. 8. Maj. Stephen Moten of Fox Army Health Center gives a flu shot to Army retiree, Ed Snow, who is a contractor in the Chemical Demilitarization directorate.



Janie Hughes, Professional Development Service Center, tries auricular therapy administered by Gabriele Farrales of Ruth's Nutrition Center, during the Nov 8 health fair.



Julian Savage, Ballistic Missile
Defense Directorate, encourages
Brian Johnson, Engineering
Directorate, as he tries to go beyond
the number set earlier by Savage in
the push-up contest Nov. 8 in the Life
Center.



Roger Young gets a blood pressure check from Barb Anderson of Fox Army Health Center at the annual Health Fair at Huntsville Center.

The Bulletin asks:

What is your favorite holiday memory?



Donnie Butler Safety Office

" Our annual family gatherings around the holidays."



Bob Thierry Security Guard

"Waking up and seeing the entire floor full of presents."



Marilyn Scott
Engineering Directorate

"Sitting around the table, giving thanks, and reflecting on the blessings throughout the year."

Projects quench Iraqi thirst for improved drinking water

By Claude D. McKinney **Public Affairs Office** Gulf Region North, U.S. Army Corps of Engineers

MOSUL, Iraq — For many desert dwellers in Iraq, toting water home was just an initial step; next was treating the water so it was suitable for drinking. Now, the water carried home is so pure many do not bother to treat it prior to use.

The U.S. Army Corps of Engineers (USACE) is providing oversight for a number of water projects for 34 villages surrounding northern Iraq's largest city, Mosul.

"We have 44 wells either done or near completion in the greater Mosul area," said Lee Kenderdine, USACE Resident Engineer at the Mosul Resident Office.

"These are mostly village wells, about 230 meters deep, that will provide water to villages that did not have an adequate water supply before," he said.

The work also includes providing a pump and generator enclosed in a well room surrounding the immediate result of these projects is a more secure Iraq and well. The water is pumped from there to a 35 cubic meter

raised water storage tank and then to the village. Villagers still have to come to a community outlet to receive water, but it is the best water they or their ancestors have had for hundreds of years.

"Maybe some future reconstruction project will pipe the water throughout the city and directly into the homes," said Antoine Jackson, the Project Engineer, Mosul Resident Office. "For now we have to be content that we are

> providing them with good water the likes of which they have not seen in their lifetime," he said.

By the end of Nov., when the last 10 wells are complete, 88,000 people will have access to these improved water systems that will go a long way toward providing a healthier quality of life.

From August to October, GRN employees oversaw the completion of 102 schools, five police stations, 17 border forts, seven fire stations, 13 water projects, five electrical projects, six transportation projects, and one hospital renovation. The

better living conditions for its citizens.



Water gushes from the new community outlet distribution pipe of a water storage tank as local villagers watch.

Soldiers-

Continued from page 1

they were struggling with the situation because they initially requested furniture for 256 families, and a furniture contract would have to be awarded before the end of the fiscal year, which was only two weeks away. "I knew if anyone could do it, Huntsville Center was the place," said Reynolds.

Reynolds contacted Alicia Allen of Huntsville Center's Barracks Furniture program in mid-September and asked if Huntsville Center could take on the challenge.

"The original furniture request was for 256 families, so we had do market research for this large quantity," said Allen. "We were limited to GSA (General Services Administration) furniture. We started with UPH (Unaccompanied Personnel Housing) approved vendors, and were lucky enough to have multiple vendors who indicated they could at least provide a partial solution,

and potentially the entire solution."

Shortly before the contract was awarded at the end of September, the number of houses requiring furniture was modified from 256 to 100, reflecting commitments received from Soldiers following a 30-day leave where they assessed their situations.

Another challenge faced the contract vendor, Rodco Brandt, as they prepared to install the furniture. The houses were scattered throughout the installation, so it would take more time for delivery. "But Rodco Brandt never complained once," said Allen.

Instead, every house was fully furnished by Oct. 27. A contract was also awarded for furnishings for the unit's single Soldiers who chose to stay at Fort Polk.

"Every family that moved into the housing had expressions of gratitude for the Army," said Pierson. "I've heard that many of the families had

tears in their eyes when they walked into their new homes," said Reynolds.

Both Pierson and Reynolds were effusive in their praise of Rodco Brandt and Huntsville Center.. "I had full confidence in Huntsville Center, and we were absolutely pleased with their efforts and with the vendor.."

Reynolds gives special credit to Ms. J.C. Menig, deputy assistant chief of staff for Installation Management, and to William Campbell, deputy assistant secretary of the Army for Financial Management. "Without their support, nothing would have been possible," said Reynolds.

"We fully furnished five rooms, and in some homes, six rooms, for a little more than \$5,000 each," said Allen. "We literally saved hundreds of thousand of dollars below the GSA published prices," added Reynolds.

And the value to the soldiers and their families — priceless.

U.S. contractors work to destroy, recycle munitions in Iraq

By Elaine Eliah

BAGHDAD — "Fire in the Hole, Fire in the Hole, Fire in the Hole."

Within seconds of that radio announcement, a fiery blast shoots skyward. Second, third and fourth blasts follow in rapid succession. Only then does the concussion hit spectators a mile and a half away — not as sound but as a shock wave. In less time than it takes to regain equilibrium, smoke plumes coalesce into a thick cloud rising hundreds of feet over the desert.

"When U.S. troops arrived, they weren't sure how big a weapons stockpile Iraq had," said Wayne Shaw, program manager for the Army Engineering and Support Center's Coalition Munitions Clearance Program. "At the request of the U.S. military, the [Huntsville]Center sent two people in April and May 2003 to survey the situation; they ran into so much [ordnance] that active military would have been inundated."

The staggering quantity of munitions caches would have tied up military demolition professionals, but it also would have required guarding each cache until it was destroyed. To free up soldiers for active missions, the military tasked the U.S. Army Corps of Engineers to designate and secure depot sites for consolidating and destroying munitions gathered from smaller sites throughout the country.

Since August 2003, the Corps' Huntsville Center has provided specialized support in Iraq for the munitions clearance program, which has overseen the destruction of nearly 320,000 tons of munitions. Highest priority for destruction was anything over 60 mm (larger than soda cans) — mortars, rockets and bombs most likely to be wired into improvised explosive devises and planted alongside roadways or hidden in vehicles.

"Some of the most devastating were the 155 mm projectiles," explained Curtis Bevington, a quality assurance specialist in ammunition surveillance. "They fit in the trunk of a car. One person can lift them. Easy to carry and bury. We've destroyed thousands of them here at Buckmaster."

Buckmaster is one of two collection depots where U.S. contractor ECC International manages and destroys existing and arriving munitions. The depot's 400 workers, half of them from nearby communities, worked 12-hour days and six-day weeks for a year to destroy what seemed to be a neverending supply of munitions, especially as the U.S. military frequently arrived with newly captured material.

Most ordnance could be crated, forklifted onto trucks, and moved straight to demolition pits. However, scavengers had raided nearly all the magazines, dumping propellants and explosives as they pilfered brass casings. In addition, several storage magazines had been blown up, scattering more than 300,000 pieces of highly unstable unexploded ordnance, or UXO, over a wide area.

"Ordnance becomes UXO when it is fired, launched or dropped and fails to detonate," said Jerry Stone, one of three senior unexploded-ordnance supervisors with ECC International. He identifies what is old or unstable and best blown in place. Such professionals and a rigidly enforced safety program contributed to more than one million man-hours without a lost-time explosive safety incident at Buckmaster.

Over the past century Iraq had accumulated a deadly expo of world weaponry. Some munitions were found to be packed with wax and sand, while others were completely empty. Golden weapons turned up at one site. Ammunition and muzzle-loaders were found that dated back to 1890, when the area was part of the Ottoman Empire.

Workers found thousands of British mortar rounds from as early as 1933, bullets inscribed with swastikas, and more than three million rounds of 8 mm Russian small-arms ammunition dated to 1935-1936.

Buckmaster's daily demolition target was 100 tons of munitions. The remainder consisted of material to deliver the explosive or to generate shrapnel to maximize casualties.

Enlarging the "exclusionary zone," or safe perimeter, allowed the number of pits to double and the amount of explosive per pit to increase, enabling the daily target to be reached.

One method for reducing demo pit fragmentation is to intersperse "donor material," highly explosive material, with "feature items," those weapons intended for destruction. Particularly useful for this purpose are out-of-date munitions, which can no longer be relied upon, and landmines, which can no longer be used.

In addition to the 410,000 mines captured in Iraq, more than 100,000 mines were shipped from the U.S. for use as donor material. "Taking what's in the demilitarization account and using it for donor material saves money and frees up resources for the active military," Shaw said.

Another Buckmaster cost saving came from engaging a recycler to collect and remove salvageable wood and metal. The Iraqi businessman makes his income solely through resale, with brass being the big-ticket item.

When more laborers were needed on site, the contractor helped a local businessman recruit and manage a labor force, which helped the Corps of Engineers give something back to the community in which it operates.

The Corps is now turning attention to UXO clearance around Iraq, assembling remote teams to evaluate caches, destroy them in place or transport them to depots such as Buckmaster.

"There's never a dull day," Shaw admitted. "The food's good, and the work's challenging."

Elaine Eliah is a communications specialist with ECC International in Baghdad.

Former Ordnance, Explosives chief lends experience, expertise

By Debra ValinePublic Affairs Office

t's hard for many to imagine the Ordnance and Explosives
Directorate without David Douthat at the helm. But with plans to retire in spring 2006, it is time for him to use his many years of experience to help shape the future of the Huntsville Center and the U.S. Army Corps of Engineers.

Douthat, who grew up in Bluefield, W. Va., started his career at the Huntsville Center as a safety engineer in 1982, and was part of the small group that stood up the Ordnance and



Douthat

Explosives Mandatory Center of Expertise (MCX). He has watched the program grow and gain acceptance throughout the Corps of Engineers. From now until March, he will use that knowledge to write strategic and implementation plans.

"It was about 1986 that we were asked to do unexploded ordnance clean up at Hawthorne Army Ammunition Plant in Nevada," said Douthat, whose background includes a bachelor's degree in civil engineering from the West Virginia Institute of Technology in Charles Town and a master's degree in industrial engineering with a safety option from Texas Agricultural and Mechanical University in College Station, Texas.

"This turned out to be the first commercial cleanup of an ordnance site — ever. The second project was at Tierra Santa, Calif., where two children had been killed by unexploded ordnance. Because of our experience at Hawthorne, we were asked to do this project, too."

The two projects established the Huntsville Center as the Corps' MCX and also the Design Center for Ordnance and Explosives.

"At that time I was the chief of the System Safety Group and Chief of Safety and Occupational Health — similar to the position Ray Waits holds today," said Douthat. Douthat was named chief of the Mandatory Center of Expertise for Ordnance and Explosives in 1990.

Douthat said his new organization's most significant challenge resulted when chemical weapons were uncovered by a developer in the upscale neighborhood of Spring Valley near Washington, D.C.

"Spring Valley was probably the project that brought the most visibility to the program — not just because it was chemical, but because of the location," Douthat said. "At that point, the ordnance program had minimum funding, and with Spring Valley, leadership recognized the need to put the appropriate amount of funding to manage the program."

The Huntsville Center's contribution was the expertise in blast effects and explosive safety, Douthat said. "To my knowledge, we are the only Center that has that expertise."

The relevance of the MCX was a major accomplishment for the

Huntsville Center, Douthat said. "It took two to three years before people recognized the importance of the Center of Expertise designation. We stood that up with two to three people and built the program from scratch." The Center of Expertise now has 12 employees.

Douthat said the next most significant accomplishment for the Ordnance and Explosives Directorate has been the support to the Army and the war in Iraq through the Coalition Munitions Clearance Program.

"With all the assets DoD had, they came to the Huntsville Center to do this very challenging work," Douthat said. "I think that speaks very highly of the Center and the expertise we have here."

The challenges to the program in the future are to show relevance to the Army through our work in Iraq and Afghanistan, how we support Army Transformation and how we establish our role within the Base Realignment and Closure 2005 initiatives, Douthat said.

"For the next several months, I will be supporting Pat Rivers [Assistant Deputy Under Secretary of Defense (Environmental Cleanup)]in the development of a military munitions strategic plan and implementation plan for the Corps," Douthat said. "The key is to position the Corps to support the Army, and for the military munitions program to have relevance to the Army. The plans we are writing are Huntsville-centered, but they have a Corps-wide impact."

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